THE NIAGARA PARKS COMMISSION
ANNUAL REPORT
1986

87-03542/

THE NIAGARA PARKS COMMISSION

Ontario

The Niagara Parks Commission
Aims and Objectives

Over a century has passed since the birth of Ontario's Niagara Parks. It was the enlightened foresight of the Ontario Government in passing, on March 30, 1885, the Niagara Falls Park Act, that resulted in the formation of The Niagara Parks Commission.

When first established, The Niagara Parks Commission included the immediate area surrounding the Falls on the Canadian side, 62.2 hectares (154 acres). Today's park now encompasses slightly more than 1130 hectares (2800 acres) of parkland and includes some 56 kilometres (35 miles) of roadway running parallel to the Niagara River. Included in this system are historic sites, golf courses, a marina, picnic areas, restaurants, gift shops, horticultural gardens, a School of Horticulture, a major transportation system, and significant natural areas and many scenic attractions.

The Commission's goals are as follows:

1. To maintain, preserve and enhance the beauty and surroundings of the Canadian Horseshoe Falls and the Niagara River, from Fort Erie to Niagara-on-the-Lake.
2. To develop, operate and maintain a system of park and recreation areas, historic sites and educational facilities which complement the natural wonders of the Niagara Falls and the Niagara River, and which will facilitate and add to the visitor's enjoyment.
3. To provide those wishing to view and enjoy the splendor of Niagara Falls an opportunity to do so with ease.
4. To provide a broad range of educational opportunities for people in the fields of horticulture, geology, natural history, and the history of the Niagara Frontier.
5. To continually seek new methods and means for improving the visitor's experience when visiting the Falls area.
6. To encourage complementary uses of lands adjacent to the Parks System, and to work with other groups and agencies who have compatible interests in the Park area.
7. To insure a suitable first and/or last impression for the many millions of visitors to Ontario and Canada crossing the borders along the Niagara Frontier.
8. To encourage and promote the development of the tourism industry in Ontario and Canada.
9. To pursue the self-sustaining nature of the Parks System while recognizing the limitations of compatible and suitable revenue-producing facilities and the long range need for capital improvements.

Today's Niagara Parks Commission continues the policy of the Commissioners of former years in carrying our programs of preservation, restoration, and beautification for the enjoyment of the millions of Park visitors from around the world.

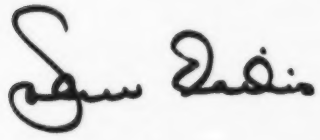
The Commission reports yearly by this report to the Ontario Legislature through the Minister of Tourism and Recreation.

Members of The Niagara Parks Commission. Back row left to right: Douglas A. Mann, Niagara Falls; Jim Marino, Niagara-on-the-Lake; William C. West, Q.C., Hamilton; John Holer, Niagara Falls. Front row left to right: Archie Katzman, St. Catharines, Vice Chairman; Donald R. Wilson, Secretary and General Manager; Carolyn M. Reid, St. Catharines; Heinz K. Hummel, Fort Erie; Marvin Kriluck (Commission Solicitor); M. Margaret George, Fort Erie; William S. Smeaton, Niagara Falls; Pamela V. Walker, St. Davids, Chairman. Missing from photo: Harry J. Daniel, Q.C., St. Catharines and Brian N. Sinclair, Q.C., Niagara Falls.

The Honourable
Lincoln M. Alexander, P.C.,Q.C.,K.St.J.,B.A.
Lieutenant Governor of the Province of Ontario

May It Please Your Honour:

The undersigned respectfully
presents the annual report of
The Niagara Parks Commission for
the fiscal year ended October 31, 1986.



Honourable John Eakins
Minister of Tourism and Recreation

Ontario

THE NIAGARA PARKS COMMISSION

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To the Honourable John Eakins, Minister of Tourism and Recreation:

May of 1986 marked the retirement of James N. Allan, who had served as Chairman of The Niagara Parks Commission since 1967. It was my honour to be appointed Chairman of The Niagara Parks Commission in his place.

I "inherited" a trim, efficient organization with excellent staff, a sound fiscal base and a dedication to the preservation and enhancement of The Niagara Parks System.

In honour of Mr. Allan's long period of service, and his appointment as Honourary Chairman, The Niagara Parks Commission unveiled plans in the spring of 1986 to construct a pergola at the south end of the School of Horticulture. We believe this is an appropriate tribute to a gentleman who has for so long and so ably served The Niagara Parks Commission.

One exciting capital project that was made possible by the positive financial results of last year was the ground breaking ceremony which took place in September, 1986 for the new Niagara River Recreation Trail. This eight foot wide, asphalt-coated trail will run parallel to the Niagara River from Fort Erie in the south to Niagara-on-the-Lake in the north, a distance of some 35 kilometres. Although the entire trail, at an estimated cost of 2.5 million dollars, will not be completed until 1988, people are welcome and encouraged to use completed sections of the trail as it progresses for hiking, jogging, bicycling, walking, wheelchairs and other non-motorized travel. Historic sites along the trail will be marked with appropriate interpretive material featuring the rich history of this area. This project has received enthusiastic support from all sectors of the community and promises to favour the local residents and tourists alike with a unique experience of the Niagara area, which they can enjoy at a more relaxed pace.

It is encouraging to report that despite extremely wet conditions this year, overall attendance at Niagara Parks Commission attractions increased approximately 200,000 over 1985. The financial report will also show that the Commission experienced a net profit of approximately 4.9 million dollars. This is the highest recorded profit of the Commission since its formation in 1885. This positive financial picture continues to ensure continued capital development and the availability of the many free facilities that are provided along the Niagara River for the over 12 million annual visitors to the area. It should be noted that the cost in 1986 to police The Niagara Parks Commission and maintain NPC property and non-revenue producing facilities was 7.5 million dollars. Grants in lieu of taxes are provided to our area municipalities of approximately $550,000 while we continue to provide our own road construction and maintenance, garbage collection, snow removal and policing at no expense to the Niagara taxpayers.

Participation on the Commission underwent changes in 1986. Provincial representative Alice J. Pietz, from Welland, and Barbara Boyer, from Fort Erie, ended their term on Sept. 23, 1986. Municipal representatives ending their term were; William J. Marshall, from Regional Niagara; Brian E. Merrett from the City of Niagara Falls; and Wilbert N. Dick, representing Niagara-on-the-Lake. Three new municipal members were appointed on Dec. 1, 1985 for one year terms. They were Douglas A. Mann, Regional Niagara Representative, William S. Smeaton, representing the City of Niagara Falls, and Jim Marino as Niagara-on-the-Lake representative. Heinz K. Hummel of Fort Erie was re-appointed as a municipal member for one more year. On Oct. 30, 1986, Margaret George of Fort Erie and Carolyn Reid of Thorold were appointed as new Provincial Representatives for three year terms.

Niagara Falls continues to lure filmakers. A major history documentary entitled, "Niagara: Miracles, Myths and Magic" was filmed in The Niagara Parks System this year.

The issue of how best to transport visitors to Niagara Parks continued to occupy the Commission until mid summer of 1986. In July, the Commission received a report by Marshall, Macklin, Monaghan Limited prepared for the City of Niagara Falls and the Niagara Falls Canada Visitor and Convention Bureau. The report was entitled "Niagara Falls People Mover Study - Final Report, May 1986" and was the last of many traffic engineering studies conducted since 1963. It proposed an elevated rail system along the Niagara Gorge, through Queen Victoria Park, to transport visitors.

Pamela Verrill Walker, B.A., LL.B., Chairman of The Niagara Parks Commission

After careful study, the commission confirmed its satisfaction with the prototype design, rubber-tired People Mover system instituted in 1985 at a cost of approximately 12.0 million and again rejected the concept of a rail system in Queen Victoria Park. At the same time the Commission stated its willingness to co-operate and implement an acceptable proposal to tie into the existing People Mover System. The Commission also agreed to carefully look at any compatible proposal by the City for an extended two way loop People Mover System to include areas outside Queen Victoria Park.

Respectfully submitted,

The Niagara Parks Commission

Pamela Verrill Walker, B.A., LL.B.
Chairman

Weather, Attendance and Traffic

Weather continues to have a significant impact on everything we do, especially when it relates to certain attractions within The Niagara Parks Commission. The winter months of 1985/86 will remain memorable. November, 1985 experienced record rainfalls while December was extremely cold with heavy snowfalls. In January, normal temperatures were recorded, whereas February was an extremely cold month with heavy snowfalls. The spring months of March, April, May and June saw above average rainfalls. In July and August, the above normal rainfalls continued with temperatures registering a little cooler than normal. Environment Canada reported this was the wettest summer since 1928. September continued to be cool and damp with lots of rain. October remained cool, and much dryer than any other month of the year.

Despite the heavy rains in 1986, overall attendance at various Niagara Parks attractions increased 6% over 1985. Of particular interest was the 16.5% increase in the number of people that used the Niagara Parks People Mover System. Users of the Maid of the Mist Incline Railway also increased 9.9% over the previous year. It is not surprising, however, that golfers at The Niagara Parks Commission golf courses decreased 10%, no doubt a result of the heavy rains. Visitors to historic sites operated by Niagara Parks decreased slightly with one exception. Attendance at the Stoney Creek Battlefield House increased 9.8%.

A survey of the origin of license plates found on vehicles that park in Queen Victoria Park between June 30th and September 1st continued for the 12th consecutive year. During the 1986 season the percentage of license plates recorded from the United States (58.31%) decreased 1% from a record 1985 season. The remaining visitors (41.69%) were driving vehicles with Canadian license plates. The largest difference between seasons occurred in July. The Great Lake States and Ontario, traditionally strong markets, both increased. The rest of the United States decreased slightly. The August figures were very close to 1985, with only Ontario showing an increase. In ranking of visitations to Queen Victoria Park, Ontario remains the number one market. The Great Lake States (New York, Ohio, Michigan and Pennsylvania) registered the second largest group of motorists. Visitors from the Mid-west States (Indiana, Illinois, Wisconsin, Minnesota) followed in order of ranking. Visitors from the Province of Quebec were the next most frequent motorists during this time period. Vehicles from the Eastern Seaboard, New England States, Southern States, and the rest of Canada and the United States were then recorded. This ranking has been similar for the past several years.

ATTENDANCE - ATTRACTIONS, GOLF COURSES AND MUSEUMS

	1986	1985	INCREASE OR (DECREASE)
McFarland House	1,479	1,752	(273)
Whirlpool Golf Course	40,229	42,053	(1,824)
Aerocar	187,747	174,968	12,779
Maid of the Mist Incline Railway	853,113	768,125	84,988
Scenic Tunnel	773,409	776,929	(3,520)
Falls Incline Railway	1,033,445	932,234	101,211
Greenhouse - Queen Victoria Park	391,976	419,780	(27,804)
Oak Hall Par 3 Golf Course	12,985	16,553	(3,568)
People Movers	466,793	389,478	77,315
Miller's Creek Campsite	7,519	8,438	(919)
Old Fort Erie	39,552	40,751	(1,199)
Old Fort Erie Educational Tours	1,350	1,854	(504)
Charles Daley Park	18,908	23,266	(4,358)
Stoney Creek Battlefield House	12,025	10,844	1,181
	3,840,530	3,607,025	233,505
Vehicles Accommodated in Tolled Parking Lots			
Falls Parking Lot	327,182	300,646	26,536
Oakes Garden Parking Lot	29,152	29,479	(327)
Rainbow Bridge Parking Lot	43,660	37,243	6,417
Greenhouse Parking Lot	16,950	15,504	1,446
Rapids View Parking Lot	96,561	79,808	16,753
	513,505	462,680	50,825

Chartered Bus Permits Issued

Year	Number of Permits
1986	8,872
1985	7,007
1984	6,717
1983	6,825
1982	7,079
1981	7,112
1980	7,450
1979	7,116
1978	5,488
1977	5,584
1976	6,021

Queen Victoria Park
Monthly Traffic Counts

	1986	1985
April	287,154	300,951
May	443,685	439,101
June	540.346	550,788
July	798,592	843,348
August	801,187	783,208
September	442,412	476,401
October	371,190	393,241
	3,684,566	3,787,038

Queen Victoria Park
10-Year Vehicle Count

Year	Number of Vehicles
1986	3,684,566
1985	3,787,038
1984	3,826,300
1983	3,241,029
1982	3,378,953
1981	3,615,227
1980	3,442,784
1979	3,070,247
1978	2,801,208
1977	3,028,956
1976	3,228,098

Total Traffic Recorded in the
Niagara Parks System
April 1 to October 31

Year	Number of Vehicles
1986	5,293,925
1985	5,388,073
1984	5,405,785
1983	4,864,415
1982	5,734,622
1981	5,700,732
1980	5,502,370
1979	5,263,695
1978	4,767,476
1977	5,155,317
1976	5,540,310

Winter in Ontario's Niagara Parks

Vehicles Counted in Other Sections of
The Niagara Parks Commission

	1986	1985	1984	1983	1982
North Parkway	1,016,873	984,976	975,915	982,554	979,836
South Parkway	555,077	571,140	560,350	597,107	588,618
Stoney Creek	37,409	44,919	43,220	43,725	47,149

(There are no traffic counters at Charles Daley Park or Miller's Creek Park)

Queen Victoria Park
License Plate Survey

Percentage from	1986	1985	1984	1983	1982
CANADA	41.7	41.0	42.2	43.7	43.4
UNITED STATES	58.3	59.0	57.8	56.3	56.6

THE NIAGARA PARKS COMMISSION

Ontario

STATEMENT OF CAPITAL EXPENDITURES FOR THE YEAR ENDED OCTOBER 31, 1986

LAND		
Fort Erie Water Lot (.61 Hectare)		$ 14,670
OAKES GARDEN THEATRE		
Renovate Lighting	$ 18,392	
Install Irrigation System	6,540	24,932
STONE PARAPETS, WALLS AND ARCHES		
Niagara Glen - Steel Stairs to Lower Gorge Level		70,517
POWER AND WATER DISTRIBUTION SYSTEMS		
Queenston Heights Park - Replace Hydro Pole	$ 24,909	
School of Horticulture - Extend Irrigation System	47,114	
Queen Victoria Park - Alternate Power Supply	67,536	139,559
OTHER PARK BUILDINGS		
Great Gorge Trip - Renovate Public Washrooms	$ 25,696	
Storage Building to Replace I.R.C. Building	159,050	
Great Gorge Trip - Replace Lower Level Roof	12,564	
Greenhouse - Extend Irrigation System	6,625	
Rebuild Greenhouses	138,474	
Old Fort Erie - Pavilion & Washroom Renovations	11,503	353,912
REVENUE PRODUCING FACILITIES		
Queenston Restaurant - Washrooms Renovations	$ 34,304	
Queenston Pavilion - Modification to Ice Cream Area	3,607	
Victoria Park Upper Banquet Area Renovations	114,817	
Victoria Park Complex - Replace Fire Alarm System	29,106	
Table Rock Currency Exchange	11,045	
Table Rock Restaurant Renovations	98,987	
Scenic Tunnel - Modernize Elevator Drive	18,460	
Marina - Replace Washroom Partitions	6,116	316,442
		$920,032
QUEEN VICTORIA PARK TRAFFIC AND PEOPLE MOVER SYSTEM		
Rapids View Parking Lot		
Pave Overflow Parking Modules	$177,162	
Capital Reimbursement	(119,644)	$57,518
Buildings and Stations		
Rapids View Station - Tour & Information Booth	$180,997	
People Mover - Garage Extension	144,807	
Service Yard Entrance - Relocate Booth & Gate	5,703	331,507
People Movers		$804,000
Traffic Signals And Street Lighting		
Traffic Signals - Rapids Drive & Portage Road	$30,126	
Street Lighting - Dufferin Islands to King's Bridge Park	94,674	124,800
		$1,317,825
		$2,237,857
EQUIPMENT AND FURNISHINGS		774,772
AUTOMOBILES AND TRUCKS		194,803
		$ 3,207,432

Engineering Department

A permanent staff of 45 people is employed in this department encompassing a wide variety of tradesmen. Construction, electro-mechanical and roads are the major categories.

This department is responsible for the supervision and co-ordination of capital construction, maintenance and planning for all the Commission's buildings, services and roadways.

Ground breaking ceremony for the Recreational Trail with N.P.C. Chairman Pamela V. Walker at the controls — September 29, 1986.

Capital Construction

Capital construction in 1986 included a continuation of expenditures for the popular People Mover Transportation System initiated last year. Construction began late in the year on a new Niagara Parks Recreational Trail. Four new parking lot modules, two new buses and a garage extension were added to meet the visitation demand. Other additions in the Rapids View area included an information centre and a storage building for engineering and horticulture supplies. Walkways were constructed for pedestrian access to both the Falls and Rapids View Parking areas and traffic signals were added to increase pedestrian safety.

Renovations to the Table Rock restaurant and Victoria Park Upper Banquet areas were carried out and, in addition, the Victoria Park Restaurant received a modern fire alarm system. Improvements were made to the public washrooms at Queenston Heights Restaurant, the Great Gorge Trip, Marina and Old Fort Erie.

Street lighting was extended along the Parkway from Dufferin Islands to King's Bridge Park and lighting improvements were made in Oakes Garden Theatre and Rainbow Gardens.

A fifty foot high steel staircase was installed at the Niagara Glen to provide a safe and reliable access for visitors to the nature trails in the gorge.

Maintenance

Upgrading of the Commission roadways continued. Maintenance included guide rail replacement, asphalt reconstruction and resurfacing, cracksealing and a major culvert replacement near Gilmore Road in Fort Erie.

Repairs to structures included chimney repairs to Table Rock North and the Victoria Park Building, reconstruction of the North Lookout, roof repairs to the Great Gorge Trip and the Oakes Garden Theatre Pergola and a major lakewall reconstruction at Mather Park.

Modernization of the Scenic Tunnel elevator controls and the Queen Victoria Park electrical distribution system will greatly increase the reliability of these old important facilities.

Reconstruction of Sea Wall in Fort Erie

Planning

Engineering staff members in concert with engineering consultants continue to study and recommend changes and improvements to the park system and its structures in order to increase the popularity and enjoyment of the Niagara Falls area.

Planning for the year to come involves changes to tourist services in the Princess Elizabeth Building and Table Rock vicinities, the latter to include safe pedestrian access from the Falls Incline and Parking Lot areas. Future plans for the Service Yards, Marina and the Great Gorge Trip will be addressed in 1987.

Properties

There were 2.02 hectares (5 acres) of land added to the Commission's holdings this year. These include: 1.65 hectares (4.1 acres) from the Ministry of Natural Resources in the Town of Fort Erie, near the Peace Bridge; 0.33 hectares (0.81 acres) from the City of Niagara Falls, a strip of land along River Road from Bridge Street north to Ferguson Street to straighten our westerly boundary; and 0.010 hectares (0.025 acres) from Mr. Donald Tompson, a 30' strip in the former Township of Willoughby.

Attractions Department

This department is responsible for a number of park operations - including Table Rock Scenic Tunnels, Niagara Spanish Aero Car, People Movers, Falls Area Parking Lots, Maid of the Mist Incline, Falls Incline, Miller's Creek Campground, The Niagara Parks Marina and Charles Daley Campground. All of these facilities are seasonal operations with one exception, Table Rock Scenic Tunnels.

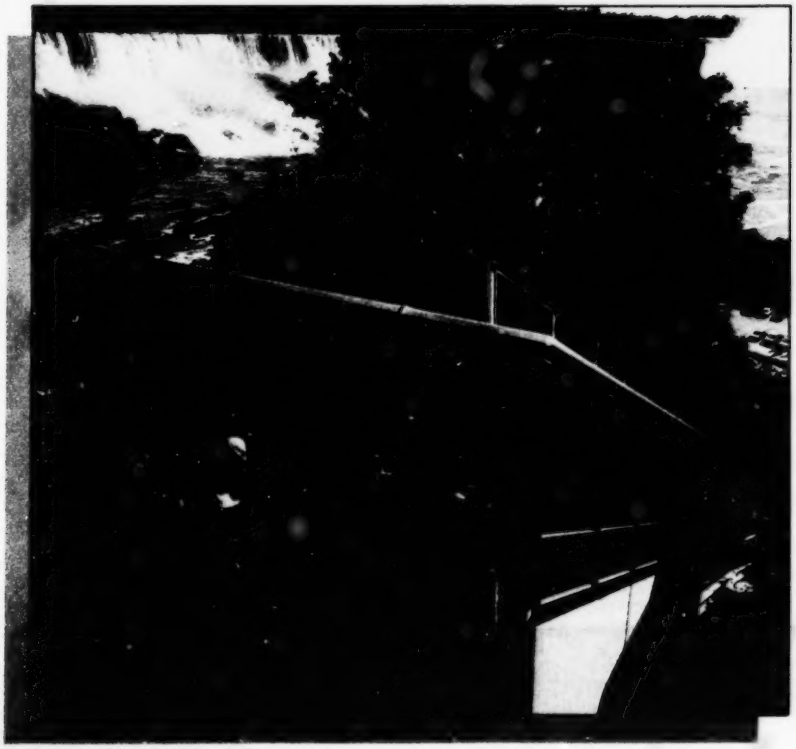
Also administered under this department is the popular Niagara Parks Package Tour. Purchasers of this tour visit all of the major attractions along the Niagara River aboard a Double Deck bus as well as enjoy a meal at a Niagara Parks Restaurant. There was a modest 2% increase in the number of tourists taking this tour in 1986.

There was a slight decrease this year in the attendance at the Table Rock Scenic Tunnels. However, the attraction still remains one of the most popular in the area with approximately 773,000 people visiting the tunnels in 1986. On the other hand, users of both the Niagara Spanish Aero Car and the People Mover system increased this year. There were 188,000 people who took the thrilling Niagara Spanish Aero Car ride, whereas, close to 467,000 visitors used the People Mover system.

Overnight visitors at both the Niagara Parks Campgrounds decreased in 1986. The wet conditions probably had an influence on this situation.

There was a dramatic increase in the use of both the Maid of the Mist Incline Railway and the Falls Incline Railway in 1986. There were approximately 186,000 more people who used both these inclines this year.

Overall gross receipts at all Niagara Parks attractions in 1986 increased 9.5%



Maid of the Mist Incline Railway

Band marching along Niagara Parkway in the Annual Blossom Festival Parade

Retail Operations Department

This is one of the largest departments within the Niagara Parks system. Four retail stores are operated in the Queen Victoria Park area and several smaller retail shops outside the immediate area of the Falls. All retail shops in the Niagara Parks system are operated by The Niagara Parks Commission.

As in previous years, a policy of purchasing a large quantity of Canadian made goods for re-sale continues.

Retail sales continued to be strong throughout 1986, resulting in a 19% increase over the previous year. Leading the increases were linens and woolens, with a 41% increase. Exceptionally strong sales were experienced in Sweatshirts, with regular T-shirts holding their own over the previous year. Other leading items were china (non-souvenir merchandise) with a 20% increase, and regular souvenirs at an 11% increase.

Food Services Department

Four fully-licensed dining facilities, a cafeteria and five snack bars are operated by this department.

This was the first time the Queenston Heights Restaurant remained open throughout the year. Major renovations took place at Table Rock Restaurant, resulting in the closing of this food facility from January 6 until March 16, 1986. Also, a new computer dining room system was introduced, which proved to be very efficient. A kitchen fire at the Victoria Park Cafeteria resulted in the closing of that particular kitchen for approximately six weeks. However while repairs were being undertaken, food was prepared in the main dining room kitchen, with the cafeteria dining room remaining open.

There was a noticeable increase in group business at all Niagara Parks Commission restaurants this year. Banquet business remained consistent in 1986.

Golf Courses

As previously mentioned, the weather was extremely wet during the spring and summer months of 1986. As a result, there were fewer players at both the Niagara Parks Par 3 Golf Course and the popular Whirlpool Golf Course. Even when it was not raining, there were many days that electric golf cars were not rented due to the wet condition of the golf course.

The 26th Annual Men's Amateur Open took place on Friday, August 22nd. Winner for A flight was Adrian Viney of Willo Dell Golf Club and B flight winner was Bob Simpson of Toronto Golf Club.

The 16th Annual Niagara Parks Ladies' Amateur Golf Tournament was held on Thursday, September 25 at the Whirlpool Golf Course. The tournament had been re-scheduled after being rained out on September 11. The winner of the Lillian Allan Trophy was Marianne Marlow of Twenty Valley, with a low gross of 84.

Whirlpool Golf Course

Old Fort Erie Guard

Historic Sites

The Historic Sites of The Niagara Parks Commission include Old Fort Erie, McFarland House at Niagara-on-the-Lake, and Battlefield House in Stoney Creek. Also operated by the Commission is the Drummond Hill Cemetery in the city of Niagara Falls on historic Lundy's Lane. The Niagara Parks Commission also owns the buildings that house the Willoughby Historical Museum and the Mildred Mahoney Doll's Museum on the south Parkway. The Niagara Parks historical facilities operate on a seasonal basis only.

At Old Fort Erie, the publication of a little booklet outlining the history of the fort proved to be popular. Artillery and musket demonstrations continued at the fort on a regular basis during the summer. Attendance remained consistent with 1985. Close to 40,000 people stepped back into history with a visit to the fort.

At the Stoney Creek Battlefield House there was an increase of approximately 1,200 visitors. An apple festival, Christmas Candlelight tours, family pioneer programs, herb weekend, and the annual quilt show all contributed to the successful year. The highlight of the year was the annual re-enactment Battle commemorating the war of 1812.

By operating these historic sites, the Commission continues to develop and operate facilities which complement and add to the visitors enjoyment of this area.

THE NIAGARA PARKS COMMISSION

Ontario

Niagara Parks Police Dispatcher

Police Department

Established in May of 1887, the Niagara Parks Police force is one of the oldest established forces in North America.

As in earlier years, the Niagara Parks Police force continues to serve and protect the visitors to Ontario's Niagara Parks. However, their duties include such diverse things as: assistance in river rescues; investigations of thefts; identification of suicide victims; enforcement of The Niagara Parks Act, Highway Traffic Act, and the Liquor Control Act; crowd control related to filming; and traffic control. In 1986 the Niagara Parks Police had 733 found articles turned into their office. Of that amount, 293 (40%) were successfully returned to their owner. Most of these items were returned by mail.

To carry out these responsibilities, the Niagara Parks Police Force consists of a Chief of Police, 5 Corporals, 9 First Class Constables, and 4 Dispatchers. A seasonal staff of approximately 30 Special Constables complement the regular force during the busy summer months.

Niagara Parks Police this year patrolled, in five cruisers, approximately 307,000 kilometres.

Niagara Parks Police are proud of the fact that 6 seasonal officers went on to join regular police forces at the end of the season.

Safety

The Niagara Parks Commission is committed to providing a safe work environment for all its employees. The Safety and Training Officer strives to eliminate all work related injuries through planning, training, supervision and correction of unsafe work conditions.

Abnormally high humidity this year created hazardous conditions, which contributed to an increase of slips and falls. However, there were no serious injuries as a result of these accidents. The Niagara Parks Commission is pleased to report that although the national picture for work place related accidents continues to increase, work place related accidents in The Niagara Parks Commission continues to fall well below the national trend.

Horticulture Department

One of the most interesting landscape changes that occurred in 1986 was setting aside additional acreages for natural regeneration. Four additional areas were designated near Queenston Heights Park as well as one at Battlefield Park in Stoney Creek. It is expected that this practice will create an effective landscape contrast, provide increased opportunities for wildlife, and an environment for successfully growing native plant material.

Several landscape projects were completed including the construction of a stone wall and supplemental landscaping behind the Victoria Park Restaurant. Further development took place at Queenston Flats Park as well as "brushing out" the route for the recreational Trail. A new post and rail fence was constructed at Locust Grove and near the Floral Clock. Further landscaping took place at Rapids View Parking Lot and along Portage Road as well as the Penn Central property in Fort Erie.

A significant reduction in greenhouse visitation (27,804) occurred when compared to the same period in our Centennial Year. Approximately 135,000 bedding plants were grown for the many display gardens of the Commission. Exterior improvements around the greenhouse included repaving the hard surface in the Rose Garden, the removal of the fence around the greenhouse parking lot, as well as walkway and flower bed improvements. A major retrofit of replacing greenhouse glazing bars and glass took place in four of the original houses.

One of the Niagara Parks final floral tributes commemorating our Centennial Year was the display at the Royal Agricultural Winter Fair. The focal point was a "carpet bed" display featuring the "N.P.C. Tree - 1885 to 1985".

River rescue at the Niagara Gorge

Visitor's enjoying the magnolias and tulips in Queen Victoria Park

The planting of indigenous trees continued along the total extent of the parkway. In Section 1 from Niagara-on-the-Lake to Queenston, 107 native trees were planted.

Carpet bedding displays in 1986 featured a tribute to the 60th Anniversary of the Royal Canadian Legion in Queen Victoria Park, the 25th Anniversary of the Shaw Festival at Queenston Heights Park, and the 50th Anniversary of the School of Horticulture at both the Floral Clock as well as the entrance to the School.

Shoreline protection activities continued on the upper parkway including Dufferin Islands for the first time.

Numerous improvements took place in Queen Victoria Park, including the installation of an irrigation system at the Fragrance and Greenhouse Rose Gardens. Several exotic tree species were planted as well as many ground cover plants to simplify maintenance. The main problem areas continued to be soil and water erosion behind the rose garden and near the Falls Incline. Stone aggregate planters and trash receptacle units were added around many of our facilities this year.

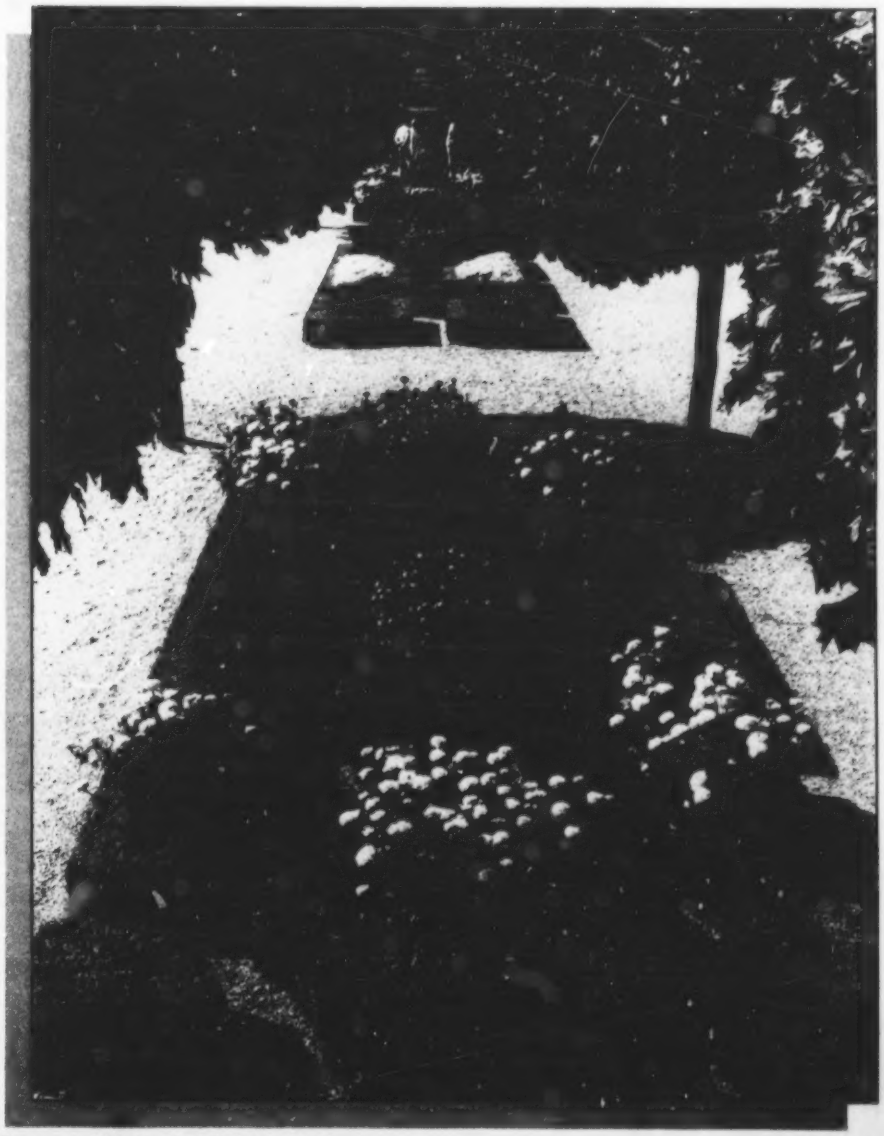
A total of 111 Dutch Elm diseased trees were removed along with 245 others. Many other elms were tagged for later removal along the escarpment in Queen Victoria Park. In Rapids View Parking Lot, 163 trees were planted.

School of Horticulture

"Fifty Years of Excellence" was the slogan chosen to mark the fiftieth Anniversary. To help celebrate this event, a new carpet bed was designed at the School entrance and a home-coming took place in June with many graduates attending. Bedding schemes at the School prominently displayed the School colours of blue and gold.

William Snowden was appointed Superintendent of the School of Horticulture on July 1st. The retirement of Roland Barnsley was honoured by the School staff and students.

The construction of a pergola at the south end of the rose garden was started to honour the retiring Chairman of The Niagara Parks Commission, Mr. James N. Allan. Other landscape improvements included the completion of Phase 1 of the Arboretum pathway which has resulted in much greater use of this area.



Ornamental Garden at the School of Horticulture

The School participated in one major show this year, Garden Festival "86" in Toronto, and won three of the top awards. A small display was also entered at the Niagara Regional Exhibition which won the "Outstanding Display Award".

A computer was purchased and student records have been transferred to this system. Other areas of the School's operation including the library and plant acquisition records will be transferred to this system in the future.

The 44th Annual Graduation Ceremonies took place in the School auditorium on March 27, 1986. Ten Students graduated and received their diplomas from Barbara Boyer, Commissioner from Fort Erie: Jonathan Bruce Buller, Windsor, Ontario; Kevin James Joyce, Oakville, Ontario; Linda Jean Lever, Markham, Ontario; Linda Ann Oorsprong, St. Catharines, Ontario; Scott Andrew Priest, Ancaster, Ontario; Frank Philip Reddon, Fort Erie, Ontario; Robert John Scafe, Parkhill, Ontario; Leo Joseph P. Stafford, Richmond Hill, Ontario; Susanne Heidi Thoss, Pickering, Ontario; Sarah Jane Willis, Hamilton, Ontario.

James N. Allan, Chairman of the Commission, presided at the exercises. The guest speaker was Bruce Gibson, N.P.D., teacher, Ainslie Wood Secondary School in Hamilton.

Personnel Department

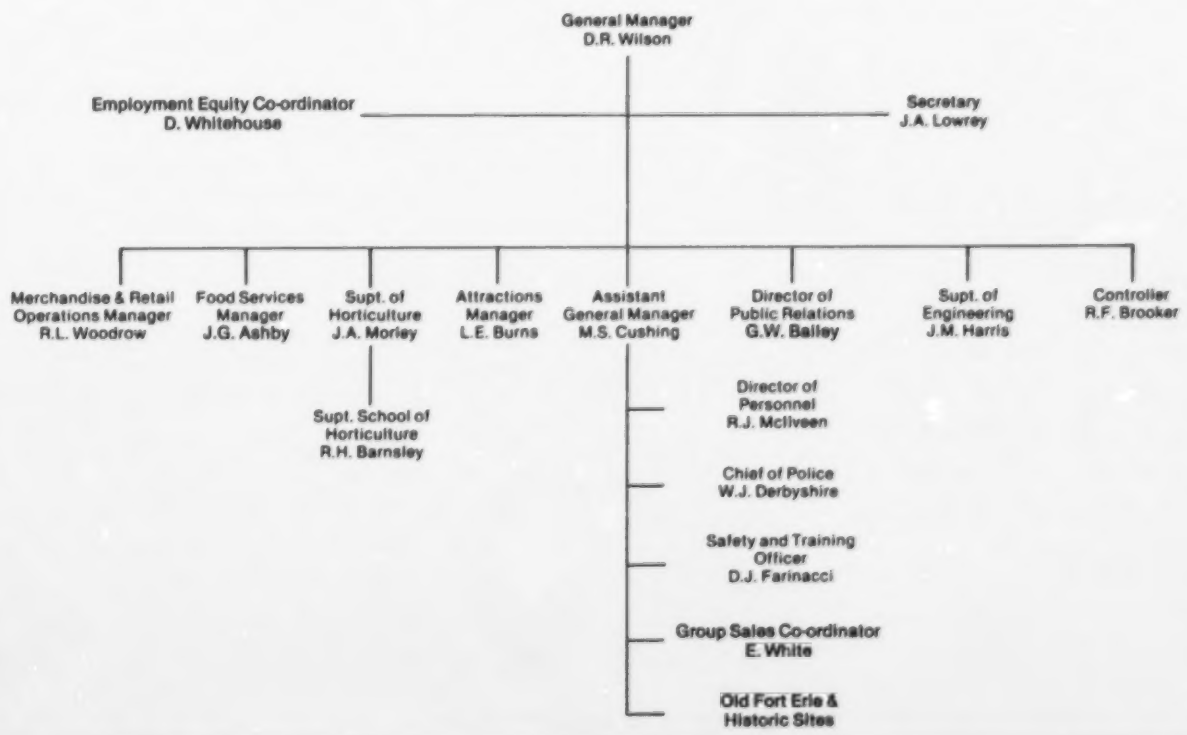
In 1986 there were 237 regular staff members employed by the Commission. The number of seasonal employees varies throughout the year, to a high of about 1,300 in the summer. The total payroll was approximately 13.6 million dollars. This makes The Niagara Parks Commission one of the largest employers in the area. Wages received by these employees are filtered into other areas of Niagara's economy.

The greatest percentage of seasonal employees hired are adults, followed by high school students, and then university and college students. The seasonal complement consist of approximately 50% males and 50% females.

Twenty-one regular employees took advantage of an Educational Assistance program which pays for a percentage of job related training courses. Eleven employees retired from the Commission during the year. There were eight individuals who left our employ during 1986.

A new job evaluation plan called the Office Administration Group was put into effect this year to cover the bargaining unit and excluded employees within the Office and Clerical Services Categories. The jobs that came under review included Clerical Stenographers, Clerks General, Secretaries, Data Entry Operators, Clerical Typists, and Switchboard Operators. The purpose of the plan was to amalgamate these diverse classifications into one large grouping. Each job was evaluated on the basis of five factors: knowledge, skill, judgement, accountability and group leadership. A point rating job evaluation plan was used to classify the positions.

The Niagara Parks Commission Administration Organization Chart



The Commission continued the Student Awards program, which was established in 1985. In 1986, five student employees were selected to receive a student award in the amount of $500.00.

Public Relations and Advertising Department

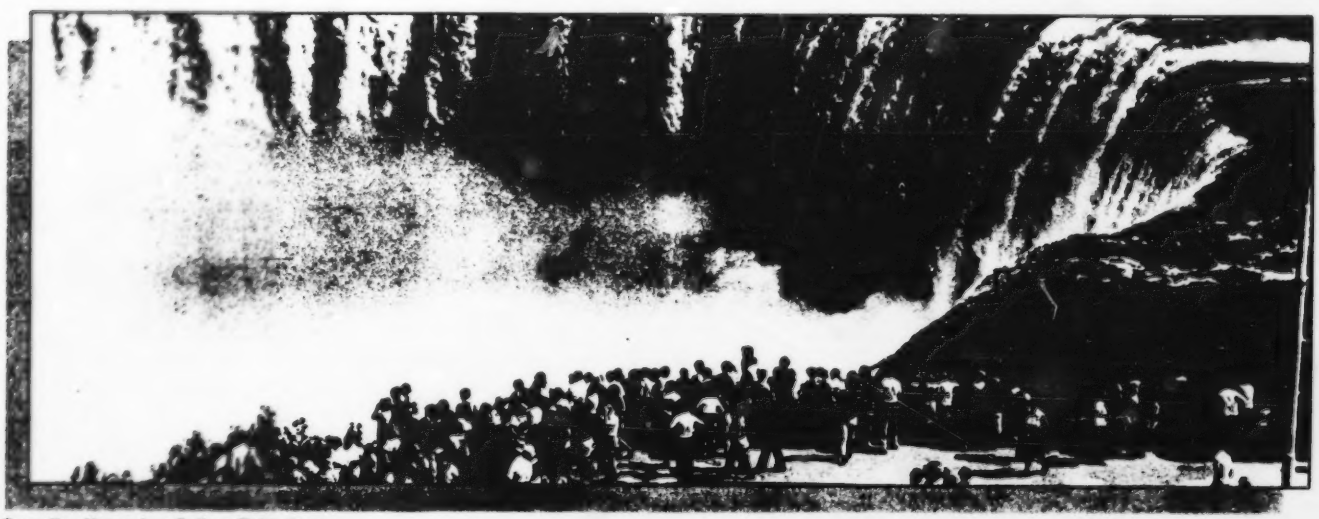
This department has been operating within The Niagara Parks Commission since 1969. It is the smallest department in the Park system, consisting of a Public Relations and Advertising Director and a Secretary. Seasonal employees are hired during the summer months to staff Information Centres.

Good public and employee relations continues to be an important part of the operation of The Niagara Parks Commission.

One of the duties of this department is to co-ordinate a United Way campaign of employees. This resulted in contributions of more than $6,000 to the United Way, which was matched by the Commission. Annually this department answers thousands of questions from potential visitors and supplies numerous brochures on the Parks system. Band concert programs, visiting dignitary itineries, media tours, filming arrangements, and personal speaking engagements are arranged. With input from staff a monthly staff newsletter is prepared and distributed to Park employees and retirees.

Preparing and placing advertising in various magazines, newspapers, and radio is also a responsibility. The preparation and printing of numerous brochures, and flyers related to the Park system remain a high priority.

The Director of this department continues to act as a liaison person with the local tourist associations and news media.



Canadian Horseshoe Falls at Table Rock

Fred Willett Band Concert in Queenston Heights Park

THE NIAGARA PARKS COMMISSION

Ontario

Sweering in Ceremony of N.P.C. Chairman Pamela Verrill Walker with Honourary Chairman James N. Allan — May, 1986.

Group Tours Department

Recognizing the increasing popularity of group travel, particularly by seniors, the Commission established a Group Tours Section with the hiring of a Group Tours Co-ordinator and Secretary.

This Department is responsible for booking groups at all NPC restaurants and attractions, arranging guides and package tours, itineraries when required, and promoting the NPC facilities to bus companies, group leaders and education tour companies. This promotion was carried out in 1986 by participating at sixteen travel trade shows and marketplaces, some of which included the World Travel Mart in London, England; the Japan Trade Show; National Tour Association; Pennsylvania Bus Association; American Bus Association; and several Canadian Consulate Shows at various major cities in the U.S. Opportunities for promoting Commission facilities are provided daily through telephone calls, incoming mail and outgoing shipments of brochures and letters.

The Winter Festival of Lights is growing in popularity with bus groups and this factor, along with concentrated promotion of this off-season event, resulted in a marked increase in bus groups arriving during the November through February period, particularly at NPC restaurants.

It is hoped that with participation in the various travel trade shows and mailings to clients and prospective new customers a greater awareness of the Commission's beautiful scenery and high-calibre facilities will come about.

Employment Equity Committee

In 1975 the General Manager appointed the first coordinator of this Committee. The purpose of this Committee is to recommend personnel policies and organizational practices which will provide equal opportunity in the work place consistent with the guidelines established by the Ontario Women's Directorate. This includes involvement in the study of present employee skills, promotional opportunities, training and career development as well as ongoing communication of the program.

In 1985/86, of the thirty courses taken, eleven were attended by women. Women's share of the training dollar was 38.8% ($1,709), comparing favorably with their 29% representation in the permanent workforce of the Commission, while the men's share was $2,692.

In addition to outside training, a one day in-house workshop was held on the topic of Personal Development. Fifty people participated in this program which was held on a Saturday. An evening seminar on stress and lunch-hour seminars on coping skills and employment equity were also well attended.

In order to meet the objective of greater awareness of our programs and purpose, the Employment Equity Committee did an employment equity survey of senior management, presented the results and recommendations to them and enlisted their support. Further, the Employment Equity Coordinator spoke to seasonal staff at orientation sessions held prior to the summer and published ongoing information in the monthly staff newsletter.

The Committee continues to provide counselling to employees as necessary, sought and received approval for a 1987 seasonal staff committee appointment, began work on development of a local inter-ministerial committee and, for the first time, met on a full-year basis (as opposed to meetings held only in the off-season in the past).

Several hirings/promotions occurred this year, including one which could be considered a breakthrough — a female was promoted to the Horticulture Coordinator position.

Auditor's Report

To The Niagara Parks Commission and to the Minister of Tourism and Recreation.

I have examined the balance sheet of The Niagara Parks Commission as at October 31, 1986 and the statements of equity, income and expenditure and changes in financial position for the year then ended. My examination was made in accordance with generally accpeted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Commission as at October 31, 1986 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

A report on the audit has been made to the Commission and to the Minister.

D.F. Archer, F.C.A.
Provincial Auditor

Toronto, Ontario
January 16, 1987

Statements
1. Balance Sheet
2. Statements of Equity
3. Statements of Income and Expenditure
4. Statement of Changes in Financial Position

Schedule
1. Gift Shops, Restaurants, and Attractions Schedule of Income and Expenditure

BALANCE SHEET AS AT OCTOBER 31, 1986

STATEMENT 1

ASSETS

	1986	1985
	$	$
CURRENT		
Cash	13,470,886	11,224,994
Accounts receivable		
Water rentals	1,461,981	1,390,059
Sundry	508,416	433,205
Inventories - note 1 (a)		
Saleable merchandise	1,537,084	1,610,230
Maintenance and other supplies	336,289	350,052
Prepaid expenses	97,756	43,134
	17,412,392	15,051,674
FIXED - notes 1 (b) and 2		
Land	4,935,035	4,920,364
Buildings, roadways and structures	38,310,448	36,925,798
Equipment and furnishings	5,198,833	4,648,525
Vehicles	4,537,570	3,636,295
	52,981,886	50,130,982
Accumulated depreciation	16,472,647	14,812,767
	36,509,239	35,318,215
Capital works in progress	717,957	121,304
	37,227,196	35,439,519
	54,639,588	50,491,193

LIABILITIES

CURRENT		
Accounts payable	2,205,016	2,480,540
Accrued payroll	174,273	682,499
	2,379,289	3,163,039

EQUITY

EQUITY (Statement 2)	52,260,299	47,328,154
	54,639,588	50,491,193

See accompanying notes to financial statements.

On behalf of the Commission:

Chairman

Vice-Chairman

THE NIAGARA PARKS COMMISSION

Ontario

STATEMENT 2

STATEMENT OF EQUITY
FOR THE YEAR ENDED OCTOBER 31, 1986

	1986	1985
	$	$
EQUITY, BEGINNING OF YEAR	47,328,154	43,649,857
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR (Statement 3)	4,932,145	3,678,297
EQUITY, END OF YEAR	52,260,299	47,328,154

STATEMENT 3

STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED OCTOBER 31, 1986

	1986	1985
	$	$
INCOME		
Water rentals	3,544,977	3,399,946
Commissions, rentals and fees	812,175	679,847
Net income from gift shops, restaurants and attractions, exclusive of any portion of the administrative overhead of the Commission (Schedule 1)	10,007,962	8,479,697
Sundry income	42,619	34,362
Profit (loss) on disposal of fixed assets - net	13,841	(108,799)
Premium on United States funds - net	216,153	191,656
Interest on bank deposits	777,987	961,642
	15,415,714	13,638,351
EXPENDITURE		
Maintenance expenses	7,496,604	7,167,914
Administrative and general expenses	1,768,585	1,651,333
Advertising and public relations	438,071	407,852
Mortgage interest	—	611
Bank charges and interest	28,224	25,687
	9,731,484	9,253,397
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR BEFORE DEPRECIATION ON NON-INCOME PRODUCING ASSETS	5,684,230	4,384,954
DEPRECIATION OF NON-INCOME PRODUCING ASSETS	752,085	706,657
EXCESS OF INCOME OVER EXPENDITURE FOR THE YEAR	4,932,145	3,678,297

STATEMENT 4

STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEAR ENDED OCTOBER 31, 1986

	1986	1985
	$	$
OPERATING ACTIVITIES		
Excess of income over expenditure for the year	4,932,145	3,678,297
Charges against income not requiring an outlay of funds		
Depreciation	1,978,202	1,678,279
(Profit) loss on disposal of fixed assets - net	(13,841)	108,799
Working capital provided by operations	6,896,506	5,465,375
Changes in working capital components	(898,596)	(265,411)
Funds provided by operating activities	5,997,910	5,199,964
INVESTING ACTIVITIES		
Investment funds provided for fixed asset additions	—	6,898,331
Purchase of fixed assets	(3,804,085)	(8,747,197)
Proceeds on sale of fixed assets	52,047	76,909
Funds used for investing activities	(3,752,038)	(1,771,957)
FINANCING ACTIVITIES		
Repayment of long-term debt	—	(24,000)
INCREASE IN CASH	2,245,872	3,404,007
CASH, BEGINNING OF YEAR	11,224,994	7,820,987
CASH, END OF YEAR	13,470,866	11,224,994

Schedule 1

GIFT SHOPS, RESTAURANTS AND ATTRACTIONS

FOR THE YEAR ENDED OCTOBER 31, 1986

	1986	1985
	$	$
INCOME		
Souvenirs, china and post cards	13,221,337	11,213,466
Food and refreshments	8,228,105	7,312,811
Beer, liquor and wine	1,054,534	991,959
Confectionery and tobacco	558,410	439,824
Fares and admissions	6,429,555	5,898,867
Rentals	331,704	325,373
Sundry	595,218	502,769
	30,418,863	26,685,069
COST OF GOODS SOLD		
Souvenirs, china and post cards	6,079,154	5,211,131
Food and refreshments	2,236,015	2,114,132
Beer, liquor and wine	346,382	309,187
Confectionery and tobacco	317,232	239,657
Sundry	191,416	223,708
	9,170,199	8,097,815
GROSS PROFIT	21,248,664	18,587,254
OPERATING EXPENDITURE		
Salaries and wages	5,536,612	5,095,876
Employee benefits	644,978	454,361
Fuel, power, water and laundry	520,637	506,759
General expenses	1,045,210	1,032,712
Maintenance of buildings and equipment	978,983	909,950
Maintenance of grounds	319,336	306,098
Grants in lieu of municipal taxes	479,285	365,451
Distribution Centre expense	489,544	464,728
	10,014,585	9,135,935
NET INCOME BEFORE DEPRECIATION	11,234,079	9,451,319
DEPRECIATION OF BUILDINGS AND EQUIPMENT	1,226,117	971,622
NET INCOME EXCLUSIVE OF ANY PORTION OF THE ADMINISTRATIVE OVERHEAD OF THE COMMISSION	10,007,962	8,479,697

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED OCTOBER 31, 1986

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Inventories
Inventories of saleable merchandise are valued at the lower of cost (first-in, first out) and net realizable value.

(b) Fixed assets
All fixed assets are recorded at cost. Depreciation has been recorded on the straight-line method, using rates from 2 to 20 percent for buildings, roadways and structures, from 10 to 50 percent for equipment and furnishings and from 8 to 50 percent for vehicles.

2. FIXED ASSETS

	1986		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,935,035	—	4,935,035
Buildings, roadways and structures	38,310,448	12,318,698	25,991,750
Equipment and furnishings	5,198,833	3,082,752	2,116,081
Vehicles	4,537,570	1,071,197	3,466,373
	52,981,886	16,472,647	36,509,239

	1985		
	Cost	Accumulated Depreciation	Net Book Value
	$	$	$
Land	4,920,364	—	4,920,364
Buildings, roadways and structures	36,925,798	11,186,466	25,739,332
Equipment and furnishings	4,648,525	2,904,142	1,744,383
Vehicles	3,636,295	722,159	2,914,136
	50,130,982	14,812,767	35,318,215

3. RENUMERATION OF APPOINTEES

The total renumeration of the members of the Commission was $10,174 during the year.

4. SURPLUS FUNDS

Pursuant to section 15(2) of the Niagara Parks Act any surplus moneys shall, on the order of the Lieutenant Governor in Council, be paid to the Treasurer of Ontario and shall form part of the Consolidated Revenue Fund.

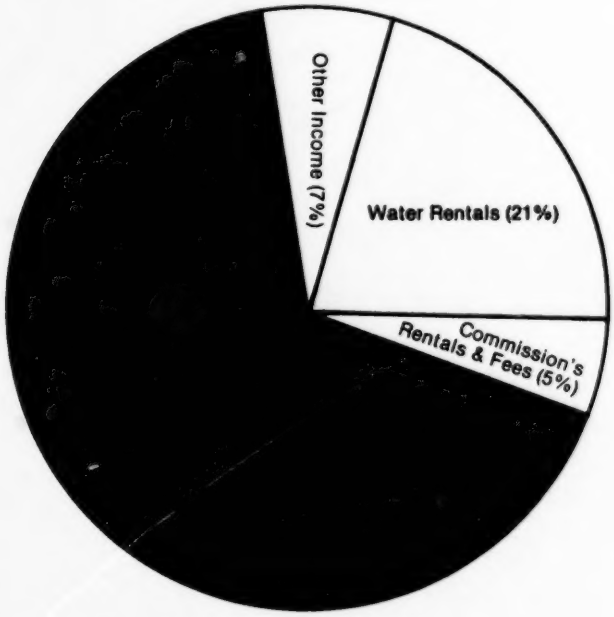
THE
NIAGARA
PARKS
COMMISSION

Ontario

THE NIAGARA PARKS COMMISSION

FOR THE YEAR ENDED OCTOBER 31, 1986

WHERE THE COMMISSION DOLLAR CAME FROM



WHERE THE COMMISSION DOLLAR WENT